

CUSTOMS OF THE SERVICE



THE CORPS OF
ROYAL CANADIAN ENGINEERS

Prepared under the direction of

The Commandant, RCSME

1961

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ROYAL CANADIAN SCHOOL OF MILITARY ENGINEERING

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FOREWORD

Down through the years the understanding and observance of certain social and Service customs by officers and their dependents has assisted them all to work and live together in harmony and happiness during their life in the Service irrespective of varied individual personalities.

Before the turn of the present century these customs were understood and observed by all persons of officer status through training, habit and instinct, and the customs were accepted as normal procedure in the formal society of that time.

In our generally informal social atmosphere today these customs are practiced by relatively few sections of society and therefore are not necessarily acquired as part of our normal social behaviour. The Army, however, continues to observe many of these customs as a part of Service life, and this book has been prepared to enable officers and their dependents to understand these customs, and in particular the customs observed by the Corps of Royal Canadian Engineers.

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CHAPTER 1

GENERAL MATTERS

SECTION 1 - SOCIAL AND OFFICIAL RELATIONS

101. The contrast between social and official relations may seem paradoxical to some of you at first. For example, the commanding officer, the adjutant or your squadron commander may be severe on parade but this is forgotten in the mess, which is your home.

102. Off parade, in the mess and at private social functions you should treat officers senior to you with the natural courtesy due to rank, age, experience and responsibility. Do not be frightened or nervous of them or their wives. All that is expected of you is the ordinary polite behaviour of a gentleman. It is not polite to ignore people senior to you or to try to avoid talking to them. On the other hand, you must avoid monopolizing them or appearing to make yourself too ingratiating.

103. Military courtesy is a term used to classify or include those special acts and ceremonial procedure which are required between members of the Service, or which are habitually observed because of the equally strong force of custom and usage and tradition. In addition to many prescribed formalities, it includes all of those common acts of civility, good breeding and thoughtfulness, which are observed by gentlemen in all walks of life. It is a necessary part of private and official life. Courtesy encourages harmonious relationship between individuals and adds a smooth and pleasant note to human relations. Courtesy, to be sincere, must stem from an inner grace, from an awareness of other people and a consideration for their rights and feelings. It reflects a feeling, an instinct, an attitude. It begins with you, begins with a liking for people and a desire to be liked by them in turn.

104. Military courtesy is not onesided. It implies polite and considerate behaviour to others, whether senior or junior and whether or not persons concerned are members of the Military Service.

105. The use of first names of individuals senior to yourself is a privilege given by that individual and not a right. Remember the principle that unless you have been expressly invited by an individual senior to you to call him by his first name, you should not do so. After officers get to know each other reasonably well and are working together, it is normal to find officers calling one senior to them by their first names, when off duty, but the invitation must first come from the senior officer. It would be extremely unusual to find a student on a course, such as the Young Officers' Course, calling any of his instructors by their first name. However, it might be expected at the conclusion of the course that some of the captains who had instructed on this course might invite their former students to use their first names.

106. As in civilian life it is the military custom to say "Good Morning" or "Good Morning, Sir" as the case may be, to other officers when you see them for the first time that day.

107. Subalterns do not call captains, the adjutant excepted, "Sir" except on duty. It is quite wrong to address an officer of any rank by his rank only without using his surname. If the rank is mentioned, the surname must be used. Subalterns should be referred to or addressed as either "Lt Swordfrog" or "Mr Swordfrog" - the latter being preferred.

108. Field officers should be addressed as "Sir" by captains and subalterns but the title should not be laboured or used so frequently as to make the conversation sound ridiculous. As an alternative, senior officers may be addressed by rank and surname. Neither form of address should be laboured.

109. When the Commanding Officer states "I wish" or "I desire" rather than "I order you to do so and so", this "wish" or "desire" has all the force of a direct order, and must be treated as such.

SECTION 2 - CONDUCT EXPECTED OF AN OFFICER

110. RESPONSIBILITY

An officer has a dual responsibility which can never be shirked, forgotten, or allowed to fade into the background. He is responsible to those set above him that he at all times carries out their orders and directions to the best of his ability, and with no thought of his own personal desires, comfort or safety. He is responsible to those placed under him that he be in every way worthy of being their leader under any circumstances of hardship, danger or despair.

111. Twenty-four hours a day, every day of the year, the Army officer is liable to the demands of the Service. Always he must be ready to discharge his duties with a deep sense of responsibility. This is his task.

112. AN EXAMPLE

As an officer, a very high standard of behaviour and bearing is expected of you at all times and wherever you may be. Remember that civilians judge the Army and the Corps by the behaviour of its members, and that the other ranks follow the example of their officers.

113. ATTITUDE TO ORDERS

Never apologize for an order. To apologize for an order of your own is weak; for that of a superior, disloyal. **ALWAYS CARRY OUT AN ORDER TO THE BEST OF YOUR ABILITY.** If you disagree with it or think it is wrong you can always make your criticism to the adjutant or your commander afterwards.

114. Criticism of an order must never be voiced to junior ranks. It is the officer's duty, whatever his personal feelings may be, to ensure that the order is carried out cheerfully, enthusiastically and to the best ability of all ranks concerned.

115. REPROOF

In the interest of good discipline an officer should never be reproved in front of or within the hearing of other ranks.

116. If you have been reproved for a fault, accept the reproof as being given in your interest and do not nurse it as a personal grievance.

117. LOYALTY TO THE CORPS

Never run down the Corps or members of it in the hearing of outsiders. This is disloyal and you will be despised for it.

118. COURTESY TO OTHER CORPS AND REGIMENTS

Do not let esprit-de-corps tempt you into running down others. It is bad manners and does harm.

119. ADJUTANT

The adjutant is the staff officer of the commanding officer and it is to be understood that orders are issued by him on behalf of the commanding officer and are to be respected as such. He is addressed as "Sir" on parade by everyone below field rank.

120. PUNCTUALITY

It is unsoldierly and a serious matter to be late for a duty and it is unmannerly to be late for an appointment. If you make a practice of always being five minutes early, you will save yourself many embarrassments.

The RCSME parade square is "sacred". It is never walked on or crossed by anyone unless they have a duty to perform on it. When you must use it, do so in a smart and soldierly manner. Never go between any body of troops on parade and its commander or indeed anyone, whatever he may be doing who is concerned with that parade. This veneration, although general, may not apply in all Service establishments and you must make yourself familiar with the local order if you are stationed at other than RCSME.

SECTION 3 - MARRYING YOUNG

122. The age at which the Army recognizes officially the marriage of an officer is 23. The reason for this is that as young officers you have much to learn before you are an efficient officer; this learning includes

the book work of both technical and tactical subjects and man management. The latter is almost the more important. Man management is best learned by being with your men as much as possible both on parade and off parade, playing games or organizing their sports and recreation. If you are married young you are bound to have more interests outside your Army life, and then your work and learning suffer. Remember also the financial difficulties of married life when you are not entitled to marriage allowance. You must not expect to have special treatment if you do marry before the official age; it would be unfair to the other officers.

123. Remember too that even after 23 years of age the married officer will experience conflicts between his responsibilities to his family and to the Service. His responsibility to the Service takes precedence although whenever possible the Army considers the family responsibility.

SECTION 4 - CURRENT EVENTS

124. Keep yourself abreast of the course of events, international, political and military. This is expected of any intelligent and educated person. The best way is to read a good newspaper daily and as many of the military periodicals as you can.

CHAPTER 2

SALUTING

SECTION 1 - ON PARADE

201. GENERAL

The practice of saluting must be carried out punctilioiusly. On parade when addressing or being addressed by an officer senior to you say "Sir" and salute him (even if he is of the same rank and only one place above you in seniority). This is the custom of the Service so do not be self-conscious about it. In all saluting it is the rank and not the individual that is being acknowledged.

202. DISMISSING TROOPS

Also be careful to return, punctilioiusly, salutes paid you by bodies of troops on dismissal. You should stand still facing them while they are dismissing and should salute when they do so.

203. MARCHING

- a. The officer in command of troops on the march will call them to "Attention" and give "Eyes Right" (or "Left") when passing:
 - (1) A general officer.
 - (2) A commanding officer.
 - (3) A guard.
 - (4) A funeral.
- b. He does not order "March at Attention" nor give "Eyes Right" when he himself salutes officers senior to himself. He pays no compliments to captains or subalterns, but he will return ALL compliments paid to him.
- c. He will order "March to Attention" when passing other armed troops.
- d. No compliments are paid by troops passing at night.
- e. When an officer is passed by a body of troops whose commander is senior to himself, he should stand at "Attention" and salute the officer in command.
- f. When an officer is passed by a body of troops whose commander is junior to himself he will return the commander's salute and order "Eyes Front" if an "Eyes Right" or "Eyes Left" has been given.

SECTION 2 - OFF PARADE

204. GENERAL

Subalterns and captains always salute majors and above and address them as "Sir". Subalterns should salute captains the first time they see them in the morning and when taking leave of them at night. If you are in plain clothes and you meet a major or above, raise your hat to him.

205. RETURNING SALUTES

Make certain that you return salutes from others smartly and readily and with the proper hand, never with anything in that hand or with a pipe or a cigarette in your mouth. Look directly at the person whose salute you are returning and remember that salutes are "returned" and not merely "acknowledged". It is appropriate to say "Good Morning" or "Good Evening". When in mufti return salutes by raising your hat; when in sports dress or not wearing a hat acknowledge a salute by giving an "Eyes Right" or "Eyes Left".

206. IN COMPANY OF OTHER OFFICERS

- a. Senior to Yourself. You will salute in time with the officer you are accompanying when he salutes an officer senior to himself. When he is returning salutes from others you will merely march to attention. Should you be standing in a group in such a manner that the senior officer cannot see a salute being given, you should draw his attention to it or, failing that, return it yourself. When meeting an officer of the same rank as the one you are accompanying you do not salute.
- b. Of the Same Rank as Yourself. You will all salute when meeting an officer senior to yourselves, and will take the time from the officer nearest to the senior officer. When your party is being saluted the officer on the flank nearest to the person saluting will return it, the others marching to attention.
- c. Junior to Yourself. You and the officers with you will salute all officers senior to yourself. You alone will return all salutes made to your party.

207. VEHICLES

- a. Staff Cars. When on foot you will salute when meeting, passing, or being passed by staff cars flying a pennant. A salute should also be given where officers, senior to yourself, are seen to be passengers, whether the staff car is flying a pennant or not.
- b. Private Vehicles. When on foot you will also salute when meeting, passing, or being passed by cars occupied by officers senior to yourself.
- c. When in Vehicles.
 - (1) The driver of a vehicle does not salute when the vehicle is in motion.
 - (2) When the vehicle is stationary, compliments are paid by giving

an "Eyes Right" or "Eyes Left".

(3) When seated or in a vehicle as a passenger you will pay compliments by saluting with the right hand when practicable otherwise sit at "Attention" and, when facing the direction in which the vehicle is moving, pay a compliment by giving an "Eyes Right" (or "Left"). When seated facing any other direction sit at "Attention" and look straight to the front.

208. MILITARY OFFICES

- a. When you enter and leave a military office and the officer who normally occupies it is present, you should salute him, when he is of your rank or senior to you.
- b. When an officer senior to you enters your office you will pay your compliment by standing up.

209. OTHER SERVICES

- a. It is customary when officers of a different Service or unit meet in uniform to greet each other whether or not they are acquainted.
- b. Remember to salute senior officers of the Navy and Air Force, that is, those wearing more than two stripes, ie, lieutenant-commanders in the Navy, squadron leaders in the Air Force and above. If you have occasion to visit a warship, always remember to salute the quarterdeck both on arrival and departure. You will always salute when boarding or leaving any of Her Majesty's ships or foreign men-of-war.
- c. It is common politeness to pay compliments to visiting foreign officers.

SECTION 3 - OTHER COMPLIMENTS

210. In uniform always salute uncased colours, funerals, and when passing the cenotaph. When in plain clothes raise your hat.

211. All ranks in uniform, when not on parade, will salute during the playing of the National Anthem, "O Canada" or a foreign National Anthem. When on parade or in an organized party, the salute will be given only by officers, except that an NCO will salute if in charge of the party. If in plain clothes, all ranks stand to attention and remove their hats. An officer, or NCO commanding a party on the move will halt the party which will remain at the shoulder or attention; the officer or NCO will salute. If carrying a drawn sword the officer will remain at the carry. Sentries will shoulder arms.

212. When the guard turns out to a general officer, everyone nearby stands to attention, but they do not salute.

213. Officers in the vicinity of the flag staff during the sounding of Retreat will salute. Other ranks will stand to attention. Personnel in vehicles will halt and get out of the vehicle; if an officer, salute, and if an other rank, stand to attention.

CHAPTER 3

THE OFFICERS' MESS

SECTION 1 - GENERAL

301. THE ROLE OF THE OFFICERS' MESS

The function of the mess can be considered in three separate parts. It is:

- a. The home of all living-in officers.
- b. The club of all serving officers, and
- c. The centre of all officers' social life.

302. MESS RULES

Every mess has its mess rules. Learn these when you first arrive and observe them.

303. BEHAVIOUR IN MESS

The mess is not only your own home but also that of your brother officers: keep this in mind and behave as you would wish others to behave in your home.

304. SENIOR SUBALTERN

The senior subaltern is responsible for the behaviour of all subalterns in mess. He will tell you if you make mistakes. It is his job to give you advice, so go to him if you are in any doubt about procedure or mess customs. On joining a new mess always ask who is the senior subaltern: the adjutant will tell you.

305. SOME OLD CUSTOMS

- a. A lady must not be discussed in the mess.
- b. Religion, politics or other controversial subjects which might give offence must be avoided.

306. MESS ENTERTAINMENT

Members of a mess are usually invited to entertainments by other messes, or by civilians in the neighbourhood. Your own mess will have to return this hospitality. You will have to assist as a host on these occasions. This means spending time and sometimes money. Subscriptions to mess entertainments are usually according to rank. Remember that a party in the mess, as in your own home, is for the enjoyment of your guests and NOT yourself; act accordingly and see that they do enjoy themselves.

307. INTOXICATION

Do NOT drink too much and do NOT persuade others to do so. This applies wherever you may be.

308. TREATING

There is no Service custom which calls upon officers to offer brother officers a drink every time they enter the mess. "Standing drinks" to fellow members of the mess is to be discouraged.

309. RAGGING

Noisy behaviour, ragging or clinking of glasses, at the mess table is bad manners at any time.

310. CLIQUEs

Avoid forming mess cliques; they kill the family spirit in a mess. There may be certain officers whom you find difficulty in understanding or liking; do not let this in any way impair your good manners. Civility costs nothing: it might even be a good investment against the future and is most certainly a good insurance against trouble.

311. COMPLAINTS

Do not find fault with, or make complaints to the mess staff. If there is anything wrong, complain to the mess secretary, or to your representative on the mess committee. If there is a Mess Suggestion Book, it is not the place to enter complaints; it is for constructive suggestions to assist the mess committee.

312. TIDINESS

Help the mess staff to keep the mess in order. Return newspapers and magazines to the tables provided for them. Do not take newspapers and magazines subscribed to by the mess to your quarters; other members may wish to read them. Dropping cigarette butts or ashes into empty fireplaces or onto the floor, or leaving lighted cigarettes on tables, windowsills or on the bar, are examples of thoughtlessness and indicative of bad manners. Now that all messes are understaffed, consideration of others is particularly important and will help to keep your home more comfortable.

313. MESS BILLS

Manual of Rules for the Administration of Institutes (para 3.25(1)) states that mess bills must be paid on or before the 7th of each month. Make sure that you are never late in paying your bill.

314. MEALS

Breakfast, luncheon and dinner are normally informal meals and officers are at liberty to sit down or leave the table at their convenience within the time limits established by the President of the Mess Committee (PMC).

SECTION 2 - COURTESY

315. TO SENIOR OFFICERS

When your commanding officer, senior officers, or guests come into the ante-room, stand up if you are within speaking distance of them or if they notice you. Speak to them naturally - don't be too formal. Junior officers should not be afraid of entering into conversation with senior officers in the mess, especially at meals, but excessive familiarity should be avoided. Stand up when spoken to by older men to whom you as a private individual would pay the same courtesy. The fact that officers get to their feet when their commanding officers enter the mess brings home to visitors the high standard of discipline as well as good manners of the officers concerned. Never fail to address your commanding officer as "Sir" even in the close relationship of mess life.

316. TO VISITORS

When visitors come to the mess, whether you know them or not, you must act as their host. The whole mess is judged by the way strangers are received. The rule against "treating" does not prevent your offering a drink to a mess guest. To overdo hospitality by pressing additional drinks upon him, which he does not want in nine cases out of ten, shows a lack of good manners. Offer them tea, a drink, or a cigarette. If they are your private guests, what they take is put down on your mess bill, but if they have come to call, or are members of a visiting team, you should put their bar expenses or meal down to "Mess Guests" and enter the name of the guest on the chit. Don't shirk this duty, but rather go out of your way to do it.

SECTION 3 - DRESS

317. GENERAL

Take pride in your appearance, both in uniform and in civilian clothes. When you first arrive at a new station find out what the local customs or orders are concerning sports clothes, civilian clothes and uniforms in the mess and comply with them. If on any occasion you cannot comply apologize to the PMC or to the senior officer present.

318. LOCAL CUSTOMS

Each corps, regimental or station mess has its own habits and rules. Find them out and observe them. If you are in doubt about the correct clothes to wear or to buy, ask the senior subaltern or your squadron commander. No one minds giving you advice, nor will they think it foolish of you to ask. It may save you from embarrassment, or from wasting a lot of money.

319. YOUR TURNOUT

Two things always apply to dress. They are:

- a. Dress yourself tidily and cleanly however old your clothes may be. Neckties should invariably be worn unless special permission has been granted to the contrary.
- b. When you buy new clothes, buy them from a reputable clothing firm. Well cut clothes of good cloth last a very long time, always look well, and are therefore cheaper in the long run. "Flashy" haberdashery and exaggerated styles are not becoming to an officer.

320. PERSONAL HABITS

Remember that exotic hair styling, long nails or the public use of combs, nail files and toothpicks can be extremely offensive to other members of the mess.

321. DURING THE EVENING

Change out of your working clothes for the evening meal. If you must come into the mess after dinner in your working clothes ask the PMC or the senior officer present to excuse your dress.

322. WEARING BELTS

It is a Corps custom that all officers with the exception of the orderly officer remove their belts (Sam Browne or web) on entering the mess; RCE officers visiting messes of corps and regiments with differing customs in this respect will not conform with their hosts but will continue to remove their belts in accordance with our own custom. However, if it is likely to embarrass your host, conform to his custom.

323. HEADDRESS

It is not necessary for an officer in uniform to remove his head-dress in an elevator or the lobby of a hotel. The only times an officer should remove his headdress are on entering a church, the mess, or when appearing before a senior officer on charge. There are times of course when courtesy demands removal of headdress, such as on the invitation of a senior officer at a meeting in his office, and on entering a private home.

SECTION 4 - FORMAL MESS DINNERS - BEFORE THE DINNER

324. Although officers meet in the mess on a footing of a social equality it nevertheless must be distinctly understood that a Mess Dinner is a parade. Officers so attending are under the same military discipline and are as much under orders as though they were actually under arms. The senior officer present is always in charge, and is responsible for all that takes place at the table and in the mess premises both before and after dinner.

325. Remember to check the seating plan. On occasion there may be a seating plan for the head table only and if you are not listed you are free to sit where you please. There is nothing more embarrassing than delaying the dinner while you wander about looking for your chair.

326. When entering the ante-room before a dinner say "Good Evening, Sir" to the senior officer present. If he is engaged with guests, junior officers will not make a point of "butting in" to say "Good Evening" nor will they linger as if waiting for an opportunity to enter the conversation. Mingle with your brother officers and guests, and if you are near the senior officer when he is not engaged, you will then bid him "Good Evening".

327. Officers gather in the lounge of the mess one-half hour prior to the time set for dinner. This pre-dinner gathering is to enable officers to meet and entertain guests, have a pre-dinner drink and ascertain their position at the table from the seating plan.

328. When the dinner is ready to be served the chief steward will inform the PMC who will, in turn, advise the Commanding Officer.

SECTION 5 - FORMAL MESS DINNERS - PROCEDURE AT DINNER

329. The following procedure is that carried out in the conduct of a formal mess dinner at the RCSME Officers' Mess. Procedures will vary in detail at other officers' messes and officers will have to acquaint themselves with local procedures when attending a mess dinner at a mess other than the RCSME Officers' Mess.

330. The Commanding Officer will escort the senior guests in to the dinner followed by the officers escorting the other mess guests. Mess guests will be escorted in to dinner by those mess members who are shown in the seating plan as seated on the left of the guests. Mess members will have previously introduced themselves to the guests for whom they are responsible and will see to it they are entertained throughout the entire evening.

331. Other officers then follow into the dining hall without delay, but without a rush. Subalterns, if standing near the door, need not wait for all the field officers and captains to enter, but should enter immediately behind the last of the guests.

332. When the band is present officers will be played in to the dining hall usually to the tune "The Roast Beef of Old England". Remain standing behind your chair with your hands resting on the back until Grace has been said.

333. When all officers are at their places the PMC or senior officer will say Grace, or, if a padre is present will request him to do so. Grace may be said in English, French or Latin, and may be in any form the padre prefers; however, the normal Army Grace is "For what we are about to receive Thank God". After Grace, to facilitate seating, pull your chair to the right and seat yourself from the left.

334. The senior officer present sits at the centre of the head table. The senior guest sits on the right of the senior officer present with the

second guest in importance on his left. When both sides of the head table are used for seating it is customary for the next senior officer to sit opposite the senior officer present. Except when a table plan is displayed places are not normally reserved for officers, nor should they sit themselves according to rank.

335. The PMC sits to the right of the Commanding Officer at one end of the head table and is responsible for the correct carrying out of every detail connected with the service of the table. Certain duties in connection with the service of the dinner may be delegated to the vice-president.

336. The vice-president usually sits at the lower end of the dining room to the PMC, and nearest to the point of entrance for the staff. He assists the PMC in the execution of his duties.

337. The chief steward usually positions himself behind the senior officer present, from which point he can attend him personally and can also control the service.

338. No one will begin a course until the senior officer present starts to eat the food placed before him.

339. If you are late for dinner, go and apologize to the PMC before sitting down.

340. Although it is not customary to leave the dining hall for any reason during dinner, should an occasion arise, send a message through one of the mess staff to the PMC asking for permission to go out.

341. No letters should be opened or notes written at the table without the permission of the senior officer present or the PMC.

342. When the band is present it will play selections during the dinner. Normal applause at the completion of each piece is customary.

343. At the conclusion of the meal, the silver and china will be removed, and in keeping with the Corps custom the linen runners will be rolled and whipped from the table on a signal from the chief steward.

344. Before the wine is placed on the table the PMC or senior officer present may rise alone and say Grace. If a padre is present he may be asked to say Grace.

345. It is customary not to touch the fruit until the Queen's health has been drunk.

346. When the wine, usually port or madeira, or both, has been placed before the PMC, the vice-president, and at such other points as may be necessary to ensure smooth service, the PMC will pour a little wine into his glass and then pass the decanter to his left. This will be the signal for the other decanters to be put in motion. (If the PMC wishes, he may taste his wine before passing the decanter). The decanters will then be passed from right to left until each set reaches a point from whence a previous set began. Until the Queen's health has been drunk the wine is not drunk.

347. The custom of drinking the health of the reigning sovereign is

universal, but the procedure is not the same in all units. In the Corps mess when the wine has been round the PMC gives a knock, rises and says "Mr Vice, the Queen!" The vice-president then rises (all remain seated - if you have a guest don't forget to tell him this) and gives the toast, "Gentlemen, the Queen!" Then all officers rise and take their wine saying "The Queen!" without any qualifying words. It is not imperative that the Queen's health be drunk in wine. If the band is present it will play the first six bars of "God Save the Queen" after the officers rise. At the conclusion of the music officers will take up their wine saying "The Queen!" as described before.

348. After the toast to the Queen the band will play, in order of precedence, the regimental marches of all officers present, but ending with "Wings". On the invitation of the senior officer the Band Warrant Officer will enter the dining hall and take a glass of wine with him.

349. Coffee, liqueurs, cigarettes and cigars will be brought round by the stewards. The wine may only be circulated again on a signal from the PMC.

350. No one may smoke until the senior officer lights up or informs other officers that they may do so. The smoking of pipes is not permitted.

351. Speeches are not customary in the Corps mess after dinner. However should they be made, give the speaker a courteous hearing - even if he fails to be witty or is inaudible to you where you are sitting.

352. All officers should rise when the senior officer leaves the table after dinner, but it is not necessary to follow him out of the room.

353. The vice-president remains at the table until all officers have left the dining hall.

SECTION 6 - FORMAL MESS DINNERS - AFTER THE DINNER

354. Remember that the mess is your home and that you are a host to any guest present. Do not leave the mess on dinner nights until all mess guests have departed. If you find that you must leave for any reason before the Commanding Officer or the guests, do not embarrass them by asking permission to leave if the Commanding Officer should be engaged in conversation with them at the time. Ask the PMC. Once the guests have left you should ask permission to leave of the Commanding Officer or the senior officer then present before departing. This applies equally to any mess entertainment.

355. The dinner part of the mess dinner is strictly formal. Relaxation of formality after dinner even in the dining hall, particularly after the senior officer has left is permitted, but certainly NOT during the dinner itself or before the toast to the Queen.

SECTION 7 - LADIES GUEST NIGHTS

356. On occasions, possibly twice per year, Ladies Guest Nights are held. There is no difference in procedure with a normal Mess Dinner except that at a Ladies Guest Night an officer will not escort his wife or lady guest into the dining room but will escort the lady seated on his right as in the seating plan.

CHAPTER 4

ORDERS

401. GENERAL

A great deal of the Army's business, certainly its routine day-to-day existence, is organized and executed in accordance with published orders of one form or another. There are a large number of these regulations and no officer could possibly know them all. However, an officer must know of their existence, be familiar with the ones affecting his current appointment and be ready to interpret them to his men. Some of these rules are to be obeyed absolutely and some are merely for guidance. Regardless of the category or type of order, once it has been published ignorance can never be claimed as an excuse for non-observance. Therefore, you must see them all; with practice you will acquire speed in picking out the ones which concern you. On returning from leave read up on any orders that have been issued while you were away.

402. QR (ARMY)

The Queen's Regulations for the Canadian Army are published by Army Headquarters (AHQ) and are a personal issue to each officer. The Regulations are in three volumes - Administrative, Disciplinary (including the National Defence Act) and Pay.

403. CAOs

Canadian Army Orders are published by AHQ and are normally kept in each unit or sub-unit orderly room. Amended or new pages (this, like QR Army) and many other orders and manuals today, is issued loose leaf) are published weekly and it is usual for them to be circulated to all officers before being placed in the binder.

404. SUPPLEMENT TO CAOs

These supplements are also published by AHQ and are again normally kept in each unit or sub-unit orderly room. New supplements are published periodically and are usually circulated to all officers before being filed. These supplements contain information which changes more frequently than that in the CAOs. For example, officers' appointments, promotions and retirements (for both Regular and Militia officers) are published here.

405. COMMAND AND AREA ORDERS

Each Command and Area in their turn publish periodic orders which concern matters peculiar to that Command or Area alone. On occasion a Command or Area may publish as its own order, its interpretation of a directive issued by AHQ, an interpretation suited to the particular circumstances then existing in the Command or Area.

406. GARRISON, CAMP OR UNIT ORDERS

Each Garrison, Camp or Unit will issue its own orders, which usually appear in the following form:

- a. Standing Orders. As the title implies, these are rules which seldom change. For example, orders of dress for Summer and Winter, duties of the orderly officer, Fire Orders, security arrangements and instructions to piquets will be found here.
- b. Daily Orders Part I. These orders in a sense constitute the daily "newspaper" since they detail who will be orderly officer, who must report to the hospital for inoculations, when and where the parades will be held and include as notices all the social and sporting events which are to take place.
- c. Daily Orders Part II. These orders are no longer necessarily published each day although the original title remains. Part II orders authorize all pay and allowances which the officer or soldier receives.

407. MESS NOTICES

Although the information posted on the mess notice board is not always an order or regulation, it is there for guidance and action of all mess members.

CHAPTER 5

FINANCIAL MATTERS

501. CHEQUES

Never write a cheque for more than you have in your bank. A dishonoured cheque is a disgrace and may lead to a court-martial. Never on any account write a "blank cheque".

502. ACCOUNTS

Keep private accounts and don't forget to fill in the counterfoils of your cheques. These afford an excellent means of keeping a running balance. Check your bank account once a month and see that it agrees with your counterfoils and accounts. Regulate your expenditures in order to avoid being "hard up" but if you find you are hard up, you should not hesitate to consult your OC who can very often give you helpful advice.

503. RECEIPTS

Always acknowledge the receipt of money, no matter from whom it comes; you are only covering yourself. Answer letters about money matters promptly and keep your receipts.

504. FINANCIAL RESPONSIBILITY

Remember that you are financially responsible for public money and stores, entrusted to your charge, and are liable to make good any losses due to your neglect.

505. SUBSCRIPTIONS

Pay your mess bill and all your subscriptions punctually. Slackness in this gives you a bad name and greatly inconveniences the treasurer of the club or fund concerned.

CHAPTER 6

OFFICERS AND OTHER RANKS

601. GENERAL

This chapter might have been given other headings of which "Man Management", "Leadership", "Officer-Like Qualities" are but a few. In summary, it deals with the relationship between an officer and his men and the key to this relationship is nothing more nor less than gentlemanly conduct.

602. EXAMPLE TO BE SET

Your turn-out, bearing, language and behaviour, both in and out of uniform, must be such as to command the respect of your men.

603. RELATIONS WITH TROOPS

In dealing with NCOs and men, be courteous, just and consistent, but do not be familiar, and do not let yourself be taken advantage of. Always address NCOs and men by their military rank, eg, "Sergeant Crater" not "Crater". Remember that a WO or NCO has earned his rank as much as you have earned yours. Pay him the respect he deserves.

- a. Warrant officers class 1 are addressed and spoken of on and off parade as "Mr". All ranks junior to a WO1 address him as "Sir".
- b. Warrant officers class 2 are addressed as "Sergeant-Major". However, within the WO2 rank there are appointments which will qualify this form of address. At the RCSME, warrant officers class 2, if squadron sergeant-majors, are addressed as "Sergeant-Major" but if they are employed as instructors they are addressed as "QMSI" or "Q Petard" or "Q". If they are not squadron sergeant-majors, nor employed as instructors, then they are addressed as "QMS" or "Q". All ranks junior to a WO2 address him as "Sir".
- c. Staff sergeants are addressed as "Staff" and sergeants and corporals are addressed by their rank.
- d. Lance corporals are always addressed and referred to as "Corporal Pick" or "Corporal Shovel" not just "Pick" or "Shovel".
- e. Sappers may be addressed by name only but formally on parade it must be "Sapper Shovel".

604. NCOs INSTRUCTING OFFICERS

When you are being instructed by a WO or NCO remember that he is in a difficult position and you must assist him by considerate behaviour. Do not be averse to asking him questions if he is your instructor. It is his job to teach you.

605. REPROOF

Never reprove a WO or NCO in the hearing of any junior rank or you undermine his authority.

606. RESPONSIBILITY

NCOs are the backbone of the Army; however, because of your rank you must, and are expected to carry a greater share of responsibility. Do NOT give NCOs greater responsibilities than their rank requires them to carry.

607. EDUCATED MEN

The standard of intelligence of men in the ranks today is comparatively high. It is essential, therefore, that you should interest them in their work and make certain that they understand why any particular task has to be done. Only by so doing will you ensure keen and intelligent work on their part. Men are to be led, not driven.

608. KNOWING YOUR MEN

Get to know your men individually; learn their names and all particulars about them. There is no better way of doing this than by organizing and joining in unit sports activities, concerts, etc. Nevertheless, always remember to keep your distance. You can play on the same team as an NCO or private soldier without allowing liberties of conduct on his part, or by letting down the necessary rank barriers yourself. Get to know their dependents, their problems, their aims and ambitions. Encourage them to seek your advice. There is no better way of doing this than being interested in them.

609. CARING FOR YOUR MEN

Be your men's champion. This does NOT mean that you should allow yourself to be influenced by the "grouser". It does mean that you should see that no injustice is done to them either collectively or individually. Men always respect an officer who takes their part, but they despise the weakling who seeks popularity by helping them "dodge the issue". If your men have an unpleasant task to do your example must encourage them to carry it out. Perhaps you can reward them later when the job is done.

610. SUPPORT YOUR NCOs

Always support your NCOs. Help them develop by advice and only criticize them constructively. If they are not worthy of support take steps to get rid of them. Do not arrange postings to other units in the rank for which they are not qualified. Do not pass on your problems. You cannot have a good unit without good NCOs. Respect the wisdom of NCOs whose experience is greater than yours, but always remember that you are the officer. Ensure that your subordinates, no matter how long their service or how extensive their experience, maintain the proper officer-NCO relationship.

611. PUNISHMENTS AND REWARDS

Correct error, punish misdemeanour, reward the deserving, and always

be fair and above-board. If you make a mistake, be man enough to admit it, but DO NOT make the same mistake again. The men know you are human too, but they expect that extra "something" from an officer.

612. BATMEN

If your station is such that you are allowed a soldier-servant (batman) don't think that it is because personal "housekeeping" is beneath your dignity. Such is not the case. Officers are allowed batmen for two reasons only; first, so that they are freed from minor personal tasks for the purpose of looking after their men's welfare; and second, so that they can obtain the necessary relaxation to help them carry the heavier and more demanding responsibilities of their rank. This is especially true in war when the officer is called upon to carry out many exacting and difficult tasks while his men are waiting for their job to begin - a job in which the officer must also play his difficult part. An officer who allows himself to be beaten into the ground by petty labours and personal worries is a poor officer. A good officer conserves his strength for burdens and problems that really matter.

613. DISMISSING TROOPS

It is the custom for any WO or NCO commanding a body of troops on parade to ask permission to dismiss or march off. Do not be "deaf". If you hear an NCO say "Dismiss Sir, please?" return his salute, reply "Dismiss please" and stand and return the salute of the men as they dismiss.

CHAPTER 7

CALLING

SECTION 1 - GENERAL

701. Calling is an old social custom which ensured that newcomers to a town met the residents or local dignitaries. Calling is not now generally observed except in the more formal and conventional sectors of society such as diplomatic and military circles. Calling today, however, must not be construed as the continuance of a stuffy tradition. In addition to being an act of courtesy it also has a purpose.

702. The senior officer on coming to a unit meets all his officers daily on business or in the office. His wife does not have this opportunity and yet she also would like to meet the officers' wives as soon as possible. About the only way she can do this, and actually have a friendly chat with them, is for them to call in groups of two, three or four. Also, it is a most valuable means of ensuring that new arrivals to a military establishment meet the senior officers and their wives.

703. Since the custom of calling is generally observed in the Canadian, British and American Armies, it is desirable that all officers and their wives should understand this custom and what is expected of them.

704. The following procedures are generally in vogue throughout the Canadian Army though they may differ in detail at different locations. You should always ask the adjutant or your direct superior for advice as soon as you arrive on a new post. It is better to check with local customs than to expose yourself to social embarrassment.

SECTION 2 - VISITING CARDS

705. CARDS

Officers must have engraved (not printed) visiting cards for use on those occasions when they visit or take leave of messes or private homes. Their wives must also possess visiting cards for similar occasions.

706. SIZE

Visiting cards are of the following approximate sizes:

- a. Lady's card - $3\frac{1}{4} \times 2\frac{1}{4}$ "
- b. Officer's card - $3\frac{1}{4} \times 1\frac{1}{2}$ "

707. ENGRAVING

The engraving must be done in the style known as "copper-plate". "Old English" or "block" styles of lettering are incorrect. The Corps title will be in smaller script than the officer's name.

708. STYLE

Correct styling is:

a. Ladies. The Christian name, names, initials or combination thereof on a lady's card should be identical with those on her husband's. The size of the lady's card is $3\frac{1}{4}$ " x $2\frac{1}{4}$ ".

b. Officers

(1) Normally an officer will use his Christian name or names in full on his visiting card. Where space does not allow all his Christian names to be accommodated and he wishes to display his remaining names as initials, a combination of Christian names and initials is permissible. The size of the officer's card is $3\frac{1}{4}$ " x $1\frac{1}{2}$ ".

(2) Second lieutenants and lieutenants do not show their rank, but use the abbreviation "Mr" to prefix their names. This, in itself, indicates that they are subalterns.

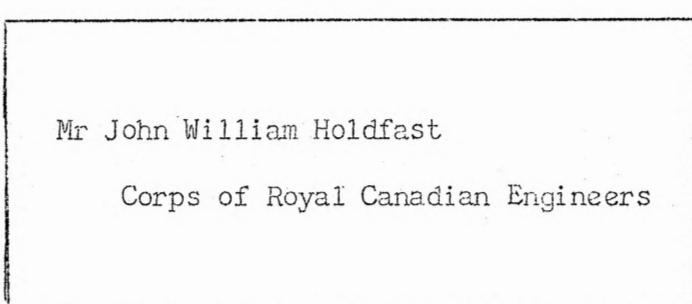
(3) Officers above the rank of lieutenant use their rank, written in full with their names.

(4) The Corps title will be written in full.

(5) On no account will an officer display his orders or decorations on his visiting cards.

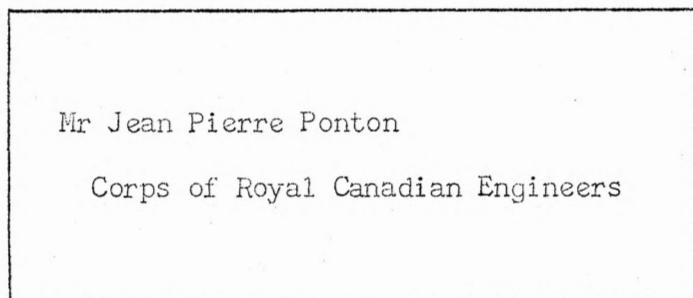
c. Examples

(1) For Lt JW Holdfast, MC, RCE



* Illustration of wording only. See para 707 regarding style of lettering, and paras 708a and 708b for correct size.

(2) For Lt Jean Pierre Louis Guy Joseph Ponton, RCE

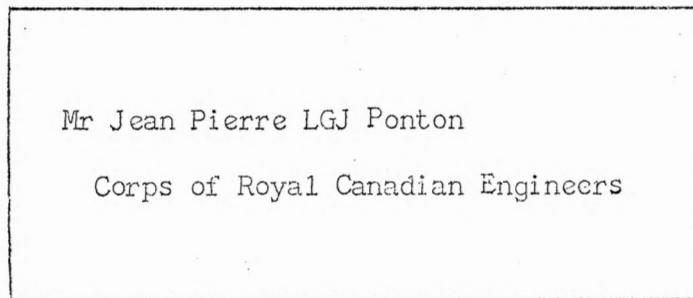


*

Mr Jean Pierre Ponton

Corps of Royal Canadian Engineers

or

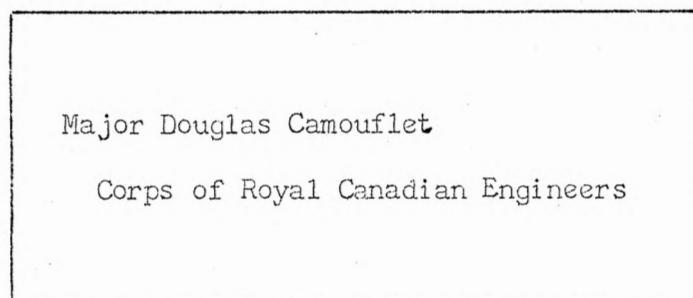


*

Mr Jean Pierre LGJ Ponton

Corps of Royal Canadian Engineers

(3) For Maj D Camouflet, MBE, CD, RCE

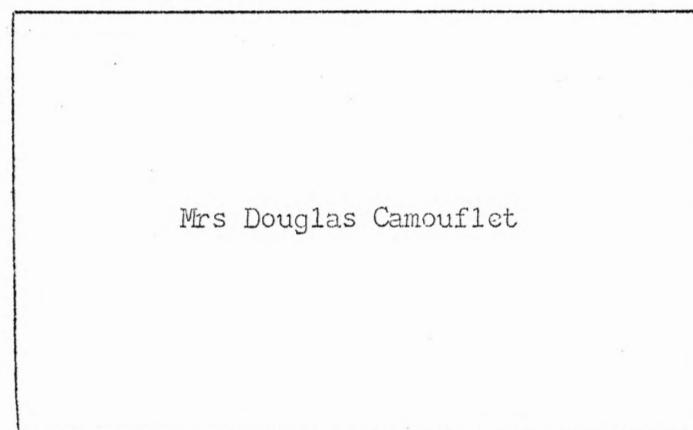


*

Major Douglas Camouflet

Corps of Royal Canadian Engineers

(4) For Mrs D Camouflet



*

Mrs Douglas Camouflet

* Illustration of wording only. See para 707 regarding style of lettering, and paras 708a and 708b for correct size.

SECTION 3 - ON WHOM TO CALL

709. As stated in the foregoing, the procedure for paying calls varies in different locations, so it is not practicable to state precisely on whom one should call in every case. However, the following should provide a valuable guide which must be checked by asking locally.

710. When calling upon senior officers, start with the most senior officer. For calling purposes, the meaning of the term "senior officers" will vary with the size of the station. In general it can be taken to include, where applicable, the GOC, Commander, Unit Commanding Officer with the rank of Lieutenant-Colonel, and the principal Staff Officers (with the rank of Lieutenant-Colonel) of Command, Area, Brigade, Garrison or Camp Headquarters. It is also normally a mark of courtesy to call upon senior officers of the other Services (Navy and Air Force)

711. Officers belonging to major units should at least call upon the officer commanding the formation to which the unit belongs and the unit Commanding Officer.

712. Officers belonging or attached to a Headquarters should at least call upon the senior officer commanding the Headquarters, the principal Staff Officers and the senior Engineer Officer.

713. Officers belonging to smaller units or detachments should at least call upon the senior officer commanding the formation to which the unit or detachment belongs and the senior Engineer Officer.

714. The policy of calling in Ottawa varies from time to time and officers should check with their Directorate on arrival.

715. It is also customary to call on the Governor-General or the Lieutenant-Governor of a province where officers are stationed at a capital city. The procedure differs here in that a book is maintained just inside the front door of the vice-regal residence and callers write their names and addresses in it. If a salver for cards is provided alongside the book, cards should be left as well, otherwise not. Calls on vice-royalty are not returned.

716. It is not necessary to call upon a senior officer who is single. (Should occasion arise that a bachelor has to be called upon, the officer (even if he is married) must call and only one card will be left).

717. Always call on your own and any other officers' messes on the station.

SECTION 4 - WHEN TO CALL

718. The calling season in general commences in the Fall and ends in the Spring. Calls should be made as early in the season as possible. Once a formal call has been made it need not be normally repeated each year, although at some stations calls are required once each year.

719. Calls should be made within five weeks of arrival at a station.

720. The wife of the senior officer on the station, in conjunction with wives of the other senior officers, will normally fix one day each month (excluding Saturdays and Sundays) when the wives of senior officers will be "at home". A notice to this effect, or a calling card, will be placed on the notice board in the officers' messes.

721. When a senior officer arrives on a station, subsequent to your own arrival, his wife will indicate when she is ready to receive callers by placing her card or a notice on the notice board in the officers' messes.

722. Calls should be made between 3:30 pm and 5:00 pm. Single officers should not make their calls during the normal hours set for wives, but should choose their own time. The most appropriate period would be between 5:00 pm and 5:45 pm on the same day the wives call, but immediately after their calling. It is courteous of the single officer to ascertain if the senior officer will be present before arranging his call.

723. When leaving a station, it is not necessary to make a round of good-bye calls on those upon whom you have called, although you may do so if you wish. Should you do so, you should leave the same number of cards (as described below) as you did in paying your first call. This time, however, you should mark each card in the lower left-hand corner "P.P.C.". Alternatively, you may mail your cards in envelopes (not smaller than $2\frac{1}{2}$ " x $3\frac{1}{2}$ " due to post office regulations) addressed to the senior officer's wife.

724. It is also courteous and appropriate to mail P.P.C. cards to one's circle of acquaintances, particularly those whose hospitality has been enjoyed.

725. Likewise, on departure, P.P.C. cards should be left on the card rack of the officers' messes inscribed as in para 707 plus the letters "P.P.C.". They need not be left where the stay has been less than three weeks.

SECTION 5 .. HOW TO CALL

726. SINGLE OFFICERS

A single officer in making his call is paying his compliments to both the husband and wife, although technically it is the wife on whom he calls. Therefore, if the door is answered by someone other than that lady he should inquire whether Mrs So-and-so is at home. "At home" means, when translated, "is she receiving visitors" so should you be informed that the lady upon whom you are calling is "not at home" leave two cards; one of these is for the wife and the second for the husband. On no account ask if the husband is "at home" after you have received the indication that "visitors are not being received". Leave your cards and go. If the person being called upon is "at home" give your name so that it may be announced to your hostess. Do not remain longer than twenty minutes, and should you be invited to tea or other refreshment, make some excuse ten minutes afterward

to make your exit, leaving your two cards on the hall table (on a salver) as you go out. An additional card should be left for each adult unmarried daughter. On occasions when no reply is received after ringing the door bell, it is permissible to drop two cards through the letter box, but it is a breach of etiquette to call when you know full well the people you are calling upon are away. A custom, that is by no means universally accepted as required practice, is for the officer or, in the case of a married officer, his wife, to fold the upper left corner of the calling cards to indicate that the cards were dropped during the absence of the "hostess".

727. OFFICERS' WIVES

Although technically, officers themselves should call on senior officers and their wives, it is the custom in the case of married officers that the duty of calling rests with the wives on behalf of their husbands and themselves. Wives, however, do not call - even technically - on senior officers, only on their wives. She should follow the same procedure as outlined for a single officer except that she should leave three cards, one of her own and two of her husband's. Two additional cards (one of each) should be left for each adult unmarried daughter who is living at home.

728. SUBSEQUENT CALLS

After the first informal call, do not leave cards on any other occasion until you leave your P.P.C. cards. It is no longer the custom to pay a formal call again after receiving hospitality, except on special occasions such as after State functions or a dinner given by the Governor-General.

729. CALLING ON AN OFFICERS' MESS

When visiting any officers' mess for the first time in any of the three Services an officer leaves two of his cards in the card rack in the mess. (The mess staff can tell you where it is and you can obtain the correct information to place on your cards from the Daily Orders). One card is intended for the senior officer on the station or the officer commanding the unit, and the second is for all other officers on the station. In the upper left-hand corner of the first card should be written the rank, initials, name and decorations of the senior officer on the station or the officer commanding the unit, and below that his appointment or command.

For example:

Col GS Fougasse DSO OBE
Commander Camp Chilliwack

or

or

Lt Col JS Lightfoot DSO CD
Commanding 1 PPCLI

The second card would then be marked:

The Officers
Camp Chilliwack

or

The Officers
1 PPCLI

SECTION 6 - RETURNING CALLS

730. GENERAL

All calls should be returned or acknowledged by the recipient of the call. The procedure in returning calls is the same as making calls.

731. ON BEHALF OF THE MESS

Every officers' mess has a visitors' book in the main entrance hall, and when local residents call it is most important that they should sign this. It is always the man who does so; the mess being a bachelor establishment, his wife cannot call. In returning such a call this fact must be remembered and one card must be left as for a bachelor irrespective of whether he is married or not. Not less than two officers of the mess should be detailed by the PMC to return such calls, leaving one of the mess cards and one of each of their own.

732. RETURNING SINGLE OFFICERS' CALLS

Calls made by single officers are not returned in the normal manner. Within a week of a bachelor calling on a married officer and his wife, the husband should leave one of his cards in the letter rack of the officer making the call. This is merely an acknowledgement of the call, and should be followed as soon as possible by an invitation to partake of some form of hospitality at the house on which the call was made.

733. WIVES RETURN CALLS

One or two days per month will be selected for returning calls. This does not mean that all wives who have made any calls need be "at home" during those afternoons, but those who are in fact in their homes should be prepared to receive those who might be returning calls.

CHAPTER 8

CORRESPONDENCE

SECTION 1 - PRIVATE LETTERS

801. When you write privately to an officer you do not know well, you start in the form "Dear Colonel Fougasse" in the case of Field or General officers; and "Dear Fougasse" to captains and subalterns. Sign yourself "Yours sincerely" and do not add your rank.

802. When you know a General or Field officer personally you begin "Dear General" or "Dear Major" as the case may be.

803. In writing, you never address another officer, whatever his rank, as "Sir". This is the method by which other ranks address officers on all occasions.

804. Be very careful to put an officer's correct initials and decorations on the envelope. If in doubt, look him up in the Army or RCE list. Be sure to spell his name correctly.

SECTION 2 - ANSWERING INVITATIONS

805. Invitations fall under two headings - formal and informal - and must be answered in the form in which they are issued; that is, a formal invitation must be answered formally, and an informal one, informally.

806. Always answer invitations promptly, particularly an invitation to dinner when uncertainty as to your intention causes your hostess great inconvenience and anxiety.

807. An invitation once accepted must not be declined subsequently, except for reasons over which one has no control, such as serious illness or unavoidable absence on duty. All written invitations, whether or not RSVP appears on them, require a written answer. It is only when specific instructions as to form of RSVP appears that there should be any other type of answer.

808. PRIVATE INVITATIONS

If you are invited to a meal, reply at once in the same form as the invitation. For example, Mrs Camouflet writes:

"Dear Mr Swordfrog,

We shall be very pleased if you will -----

Yours sincerely,

-----"

So you reply:

"Dear Mrs Camouflet,

I am delighted to accept your kind invitation for dinner on the fifth of June at eight o'clock.

Yours sincerely,

A.B. Swordfrog"

Or -

"Dear Mrs Camouflet,

Thank you very much for your kind invitation for dinner on Friday the fifth of June at eight o'clock. I am delighted to be able to accept.

Yours sincerely,

A.B. Swordfrog"

809. FORMAL INVITATIONS

If Lt Col JS Lightfoot and officers, First Battalion, Princess Patricia Canadian Light Infantry, request the honour of your company at some function you must reply in the third person.

"Mr. A.B. Swordfrog accepts with pleasure the kind invitation of Lt Col J.S. Lightfoot and officers, First Battalion, Princess Patricia Canadian Light Infantry to attend ----- on Friday, the 9th of November."

Or - "Mr. A.B. Swordfrog regrets that he is unable to accept the kind invitation of -----."

810. Remember that all the details of time, place and occasion given in the invitation must be included in your reply of acceptance or refusal. Use only abbreviations used in the invitation.

811. The decorations of officers issuing invitations should not appear on the invitation card, but those of the guest invited should be inserted.

812. In replying, always insert in your reply any decorations to which your host may be entitled, but do not insert your own.

813. After staying with friends, even if only for one night, it is not only courteous, but essential, to write a note of thanks for their hospitality. These are commonly known as "Bread-and-Butter Letters".

SECTION 3 - OFFICIAL CORRESPONDENCE

814. The conduct of official correspondence is completely covered in CAMT 1-36. As military correspondence differs greatly in form from that

used in civilian business, every officer must be familiar with the content of CAMT 1-36 before conducting any official correspondence.

815. In addition to CAMT 1-36 you would be wise to provide yourself with a copy of the Concise Oxford Dictionary and a copy of a standard thesaurus.

816. DEMI-OFFICIAL LETTERS

Demi-official letters are written in the form of private letters. They are really personal correspondence between officers on Service matters and allow more informal methods of address and wording than is possible in the official or memo form. They are often used to investigate a question so that agreement can be reached as a prelude to official action. They must not be quoted in official correspondence. It helps the addressee to reply if you have your name and initials typed at the head of your letter above your own address. Remember that DO correspondence has to be filed separately and causes complications for your clerks and yourself if not kept apart, so it should be employed sparingly. Some stations allow only restricted use of DO letters and others allow none at all.

817. SIGNING BLIND

Never sign any official paper before you understand its contents and are satisfied that the statements in it are correct.

818. DATING SIGNATURES

Be sure everything you sign or initial officially bears the correct date of your signature or initial.

819. ADDING RCE

When signing official and business correspondence it is a custom of the Corps to add the letters "RCE" after your rank, ie, J.W. Holdfast, Lt, RCE. When you write to an officer of the Corps add RCE on the envelope after his name and decorations, if any.

CHAPTER 9

FINAL ADVICE

901. This pamphlet does not provide the answers to all situations which may arise in the life of an officer, but it gives guidance on most of the common ones. There is nothing derogatory in seeking information from those with more experience. Therefore, do not be too proud to learn by asking questions.

902. At times you may feel that your progress is not as rapid as it should be; you may even think that you are being held back, in spite of every effort on your part to rise to greater heights. Do not be discouraged by such thoughts; remember that a really good man always comes out "on top".

903. From the earliest times military affairs have been the preoccupation of a special segment of the population. For over two centuries the organization and customs of the Army have been developed and proved by generations of well-informed and experienced officers in a way and with a continuity which has not been duplicated by any other organization.

904. Though at first sight many customs of the Service may appear unnecessary or meaningless, on reflection, and after experience in following them you will find they are a necessary and efficient framework for your happy, useful and harmonious life in your profession as a soldier. Obviously conditions and times change and so do customs to some extent. They have in the past and they will in the future.

UBIQUE

Quo fas et Gloria Ducunt

